

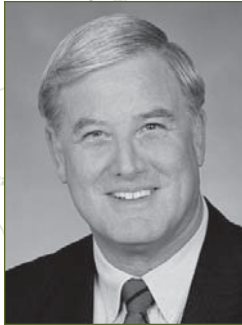
2004-2009

COUNTY OF SAN DIEGO FIVE-YEAR STRATEGIC PLAN



The County's plan for realizing our vision

SAN DIEGO COUNTY BOARD OF SUPERVISORS



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This plan reflects the vision and values of our County Board of Supervisors. It represents County employees' commitment to excellence – to continuously innovate and improve in order to better serve our fellow citizens.

The County of San Diego has a clear mission – to provide County residents with superior services that respond to their needs and enhance their quality of life. To fulfill this mission, we must do two things – set sound goals and make sure we achieve them.

How do we set goals? With our Strategic Plan, which outlines the County's priorities for accomplishing our mission over a five-year period. Think of the Strategic Plan as a road map – something that tells us where we're going.

This document summarizes our 2004-2009 Strategic Plan, which lays out how we meet today's challenges, and anticipates what opportunities and risks are on the horizon.

As you read this Plan, we want you to know that it's backed by a commitment to translate ideas into action.

To ensure that we stick to our goals and priorities, we rely on our General Management System (GMS). The GMS is the basic instruction manual for County operations.

If our Strategic Plan is our map, then our GMS provides the rules of the road. GMS organizes our goal setting process and helps align our objectives with our mission and guiding principles. GMS then helps us translate goals into accomplishments through a detailed process of monitoring, evaluation, cooperation, and motivation.

Our Strategic Plan tells us where we should be going, and our General Management System helps make sure we get there.

The County's 2004-2009 Strategic Plan defines broad, organization-wide goals – known as Strategic Initiatives – which help prioritize specific County efforts and programs. The Strategic Plan also sets forth key organizational disciplines, since we must maintain a high level of operational excellence in order to accomplish our Strategic Initiative goals. These disciplines become more important than ever as we face state and federal budget challenges.

Achieving our Strategic Initiatives and maintaining operational excellence allows us to realize our vision: A County Government that has earned the respect and support of its residents.

Unstable family situations, frequent school absences, or behavioral problems can jeopardize a young person's future. We've designed programs to work one-on-one with at-risk kids to keep them on track, in school, and out of trouble.

KIDS

"Improve opportunities for children"

We all want children to be healthy, cared for, and able to reach their full potential. The County is committed to this goal.

Making Sure Children are Healthy

Childhood health problems can lead to life-long consequences. That's why the County is addressing critical issues, such as access for needy children to health insurance programs and immunization for preventable diseases. We're also working to prevent low birth weight, which can cause many long-term disabilities.

Making Sure Our Children are Cared for and Protected

Helping families goes a long way toward keeping children safe and secure. The County provides a wide array of resources for families, such as after-school care, counseling, and services aimed at reducing poverty, including job training, housing assistance, and public transportation. In addition to helping families, the County must protect children from abuse and neglect. Providing the best opportunities we can for foster children is crucial. We must also protect children from exposure to domestic violence, which can cause lasting health and emotional problems.

Helping Our Children Reach Their Full Potential

Children who succeed in school are better equipped to succeed in life. The County has partnered with schools to prevent truancy and violence. We also continue to support programs that enhance learning through homework assistance, positive recreational activities, and access to information technology and the Internet.

Initiative Objectives

- Encourage healthy behaviors and address children's health issues to help ensure healthy adulthood.

- Link eligible needy children to no-cost and low-cost healthcare coverage.

- Provide quality care and supportive services for at-risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed.

- Address and prevent the harmful effect on youth of exposure to violence.

- Support families with children as they transition from welfare to work and seek self-sufficiency.

- Create enriching experiences to engage youth and their families in activities that will help them reach their full potential as adults.



Effective strategies to preserve open space and ensure clean air and water are based on education and cooperation, enabling County residents to become vital partners in these efforts.

THE ENVIRONMENT

“Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development.”

To sustain our quality of life and economic vitality, we must balance our responsibility to preserve environmental resources with our obligation to meet San Diego County’s growth needs.

Safeguarding our Environment and Quality of Life

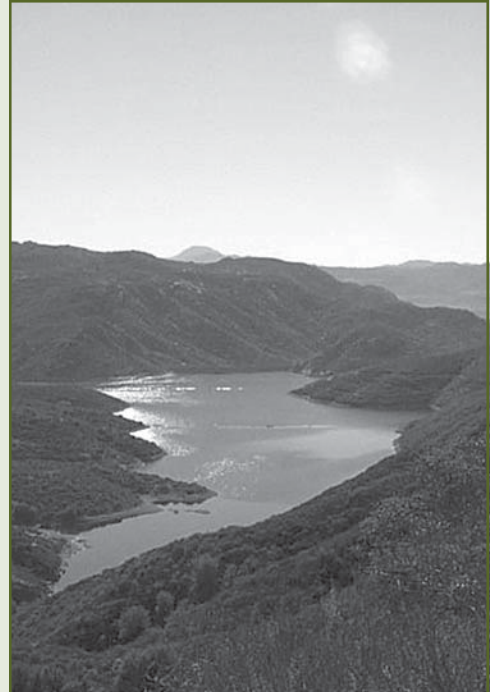
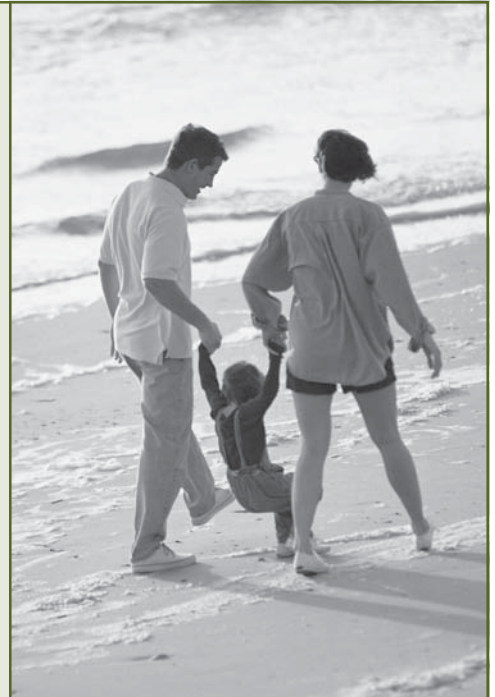
The County continues to support the most ambitious habitat conservation plan ever undertaken in the United States. The Multiple Species Conservation Program is a strong commitment to the environment – one that balances preservation with the County’s responsibility to meet housing and economic development needs. Through Project Clean Water, the County is pulling together the groups, resources, and information necessary to improve water quality in the region. The County has also led efforts to ensure air quality, not just implementing regulations, but also paying attention to real concerns that affect the neighborhoods where we live.

Encouraging Responsible Development

Protecting our environmental resources and meeting the quality of life needs of our growing population are equally important challenges. The County will continue to lead the way forward by developing solutions to the region's pressing growth issues and promoting cooperation between development and environmental concerns.

Initiative Objectives

- Implement habitat conservation programs.
- Develop and implement land use planning strategies that address the issues, needs and concerns of both the present and the future.
- Balance housing, open space preservation, and economic development needs on behalf of residents, taxpayers, and businesses.
- Implement a strategy to improve the water quality of our streams, rivers, bays, and ocean.
- Reduce environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
- Decrease conflict over land use and actively facilitate responsible development.



Nearly 70% of people booked into County jails are under the influence of drugs or alcohol when arrested. Many are repeat offenders.

We've made fighting drug use a priority, helping addicts kick the habit and stay clean and sober.

SAFE & LIVABLE COMMUNITIES

"Promote Safe and Livable Communities"

Making sure our neighborhoods are safe places to live, work, and play is essential, but livable communities need more than just safety. Livable communities provide the environment and amenities necessary for people to prosper, enjoy, and share civic pride.

Strengthening Regional Security and Crime Prevention

In the wake of 9/11, safety concerns are on everyone's mind. The County has made a strong commitment to terrorism preparedness, leading our region in response preparedness, inter-agency cooperation, and coordination of law enforcement, life safety, and medical professionals. In addition, the County remains focused on every-day crime prevention efforts, such as partnerships with our schools, community-oriented policing, domestic violence prevention, and multi-agency response to substance abuse.

Enhancing Economic Opportunity and Quality of Life

Economic opportunity is vital to livable communities. The County remains committed to supporting a diverse regional economy that offers a wide variety of job growth and career opportunities. Equally important, we're committed to enhancing our citizens' quality of life. The County will pursue opportunities to create affordable housing and provide assistance for those who need it. We will also provide vital community resources, such as parks, libraries, and recreation programs, to enrich quality of life for all residents.

Promoting Health and Wellness

Our commitment to livable communities also involves public health and wellness for all County residents. Through its many diverse programs, the County encourages healthy behaviors, ensures access to preventive care, detects and treats chronic diseases, and offers a wide range of health services.

Initiative Objectives

- Increase community residents' accountability for public safety.
- Address primary contributors to crime, including substance abuse, truancy, and illiteracy.
- Enhance efforts to stop domestic violence, focusing on prevention, victim support, and reducing recidivism.
- Improve emergency preparedness, response, recovery, and mitigation capabilities for both natural and man-made disasters.
- Promote the health and well-being of adults and seniors.
- Help residents find safe and affordable housing.
- Promote wellness and self-sufficiency.
- Develop techniques to attract businesses to all economic sub-regions of the County.
- Maintain and expand parks.
- Expand access to information resources for all residents.
- Develop and support services, programs, and initiatives that enrich our residents' quality of life.



If the County is not solvent, competent, responsive, and adaptable, we can't fulfill our obligations to the citizens we serve. Maintaining operational excellence is what enables us to accomplish our Strategic Initiative goals.

REQUIRED DISCIPLINES

In order to accomplish our Strategic Initiative goals, a committed, capable, and diverse County workforce must maintain a high level of operational excellence. This excellence requires that we adhere to key disciplines, which include:

Fiscal Stability

Ensures our ability to provide services our customers rely on, in good times and in bad.

Customer Satisfaction

Is a key indicator of our operational performance.

Regional Leadership

Helps us work together to get more done for San Diego County residents.

Skilled, Competent Workforce

Turns plans and resources into achievement and success.

Essential Infrastructure

Ensures the basic facilities and physical resources necessary for superior service delivery.

Information Management

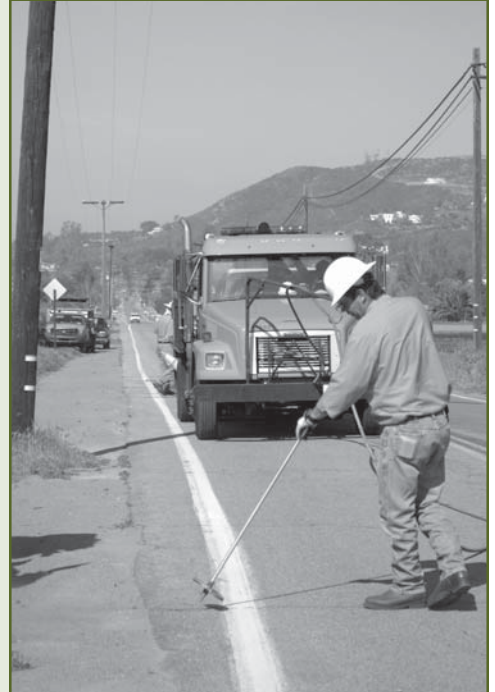
Helps us organize and access vast amounts of data for operational efficiency.

Accountability/Transparency

Requires that County business be conducted as openly as possible.

Continuous Improvement

Maintains efficiency through continuous efforts to improve and innovate.



Mission:

"To provide the residents of San Diego County with superior County services in terms of quality, timeliness, and value in order to improve the region's quality of life."

Guiding Principles:

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve.
- Ensure the County's fiscal stability through periods of economic fluctuations and changing priorities and service demands.
- Preserve and enhance the environment in San Diego County.
- Promote a culture that values our employees, partners, and customers and institutionalizes continuous improvement and innovation.

Vision:

"A County government that has earned the respect and support of its residents."

*Strategic Initiatives:***Kids**

- "Improve opportunities for children"

The Environment

- "Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development."

Safe and Livable Communities

- "Promote safe and livable communities"

Required Disciplines:

To sustain operational excellence and serve as key enablers to the Strategic Initiatives

- Fiscal Stability
- Customer Satisfaction
- Regional Leadership
- Skilled, Competent Workforce
- Essential Infrastructure
- Information Management
- Accountability/Transparency
- Continuous Improvement

More information about the
County's Strategic Plan and
General Management
System can be found on the
County's website:

www.sdcounty.ca.gov

Select "Services," then
"Chief Administrative
Officer"



Updated 1-2004